

# HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

## Budget Summary

Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Variance
<b>Expenditures</b>					
Personnel Costs	\$5,880,827	\$5,308,231	\$5,710,284	\$5,982,709	\$272,425
Operation Costs	\$325,915	\$273,042	\$284,245	\$582,426	\$298,181
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$42,398	\$0	\$0	\$0
Interdept. Charges	\$675,249	\$676,640	\$543,074	\$600,348	\$57,274
<b>Total Expenditures</b>	<b>\$6,881,991</b>	<b>\$6,300,311</b>	<b>\$6,537,603</b>	<b>\$7,165,483</b>	<b>\$627,880</b>
<i>Legacy Healthcare/Pension</i>	<i>\$889,791</i>	<i>\$943,492</i>	<i>\$1,193,227</i>	<i>\$1,343,267</i>	<i>\$150,040</i>
<b>Revenues</b>					
Direct Revenue	\$1,483,690	\$1,294,282	\$1,427,062	\$1,452,260	\$25,198
Intergov Revenue	\$0	\$0	\$0	\$0	\$0
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$1,483,690</b>	<b>\$1,294,282</b>	<b>\$1,427,062</b>	<b>\$1,452,260</b>	<b>\$25,198</b>
<b>Tax Levy</b>					
<b>Tax Levy</b>	<b>\$5,398,301</b>	<b>\$5,006,029</b>	<b>\$5,110,541</b>	<b>\$5,713,223</b>	<b>\$602,682</b>
<b>Personnel</b>					
<b>Full-Time Pos. (FTE)</b>	51	51	57	57	0
<b>Seas/Hourly/Pool Pos.</b>	0	0	0.5	0	-0.5
<b>Overtime \$</b>	\$9,156	\$10,886	\$5,076	\$12,072	\$6,996

**Department Mission:** The Department of Human Resources (DHR) will provide Milwaukee County with quality HR services to attract, develop, motivate and retain a diverse workforce within a supportive, customer service driven work environment. DHR will focus on helping Milwaukee County build a fully engaged workforce, and ultimately become an “employer of choice.” We will build a total rewards environment at Milwaukee County to enhance service, quality and efficiency. This includes developing programs and practices that establish competitive compensation practices, cost-effective yet competitive employee and retiree benefits plans, encourage a healthy work-life balance, support career development, improve internal communications, and reward employees for their service and results. DHR will also build management and leadership competency across the County through training and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively lead employees to success. DHR maintains an appropriate balance between employee and management rights, and strives to build a culture of accountability for leaders and employees. At all times, DHR will assure adherence to Civil Service Rules, State, Federal Laws and regulations and policies related to human resources and EEO/affirmative action.

**Department Description:** The Department of Human Resources consists of seven (7) service areas which include the Director’s Office; Employee Benefits; Retirement Services; Compensation and HRIS; Employment; Training, Development and Diversity; Employee Relations.

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
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### Strategic Program Area 1: Director's Office

Service Provision: Mandated

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Activity Data is not yet tracked for this service			

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$2,455,211	\$2,703,801	\$1,031,157	\$953,803	(\$77,354)
Revenues	\$6,200	(\$247)	\$6,200	\$6,200	\$0
Tax Levy	\$2,449,011	\$2,704,047	\$1,024,957	\$947,603	(\$77,354)
FTE Positions	21	21	4.5	4.0	-0.5

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area.			

#### Strategic Implementation:

The Director's Office develops and drives overall long-term vision for DHR, while ensuring effective departmental execution on a day-to-day basis in addition to administering human resources programs, leading key County initiatives, and assisting County departments in identifying strategies for training and staff development. This office partners with executive leaders on developing human capital solutions for Milwaukee County, including overall workforce planning and talent management. In addition, this office is responsible for the HR staff's achievement of goals, professional development, and overall service to the County. Managing the regular flow of visitors through the lobby, and maintenance of personnel files, are also functions of this office.

To help offset increase in operating costs, the intern position is unfunded in 2015.

Beginning in 2015, the third Monday in January, commonly celebrated as Martin Luther King Jr. Day (MLK Day), shall be observed as a major holiday. County departments, offices and institutions may be closed on this holiday.

The State Court system already requires that all local courts be closed on MLK Day. Designating MLK Day as a major holiday would permit the Courthouse, as well as other county facilities, to be fully closed. Any additional costs incurred by 24/7/365 departments to provide staff on a major holiday are anticipated to be offset with operational savings by the full closure of other facilities.

The Director of Human Resources shall submit a resolution/ordinance change to the County Board in the December 2014 cycle reflecting the new major holiday status within Chapter 17.17 of the Milwaukee Code of General Ordinances.

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

The Department of Human Resources shall complete an analysis of the County's efforts to implement and monitor its nepotism policy. The Department shall submit an informational report for review by the Committees on

Transportation, Public Works, and Transit and Finance, Personnel, and Audit during the July 2015 committee cycle.

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

### Strategic Program Area 2: Employee Benefits

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Life Status Events Processed	NA	950	950
Customer Service Calls	NA	5,500	5,500
Customer Service Emails	NA	500	500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$705,797	\$606,115	\$638,395	\$657,451	\$19,056
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$705,797	\$606,115	\$638,395	\$657,451	\$19,056
FTE Positions	5	5	5	5	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Wellness Participation	N/A	N/A	63%	70%
Response to initial Benefit inquiries within 1 business day	N/A	N/A	NA	95%

#### Strategic Implementation:

The Health Benefits service area is responsible for providing administration, enrollment, and ongoing employee support for all non-pension benefit plans including, but not limited to, active and retiree medical and life insurance, dental, supplemental disability, and wellness.

Health Benefits continues to execute ongoing audits to maintain the integrity of the enrollment data. All potential savings from this program will be reflected in organization 1950 Fringe Benefits through avoided health care claims experience. The division also executed a number of key contracts in 2014, including Wellness, Medical, Pharmacy, and FSA administration. The fiscal impact of these contracts is reflected in organization 1950 Fringe Benefits.

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

### Strategic Program Area 3: Retirement Services

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of retirees receiving benefits	7,928	7,998	8,150
Retirements Processed	352	286	276
Process out Deceased Members	275	235	269
Customer Service Calls	6832	7283	10,000
Customer Service Emails	1720	4300	3500
Research Legal Issues / Compliance	147	82	110
Respond to Open Records Requests	16	9	20

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,477,490	\$1,281,025	\$1,420,862	\$1,446,060	\$25,198
Revenues	\$1,477,490	\$1,294,528	\$1,420,862	\$1,446,060	\$25,198
Tax Levy	\$0	(\$13,503)	\$0	\$0	\$0
FTE Positions	12	12	13	13	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Pension fund rate of return	N/A	15.2%	8%	TBD

\*The department will begin collecting performance measure data in 2014 and will report it in future budgets.

#### Strategic Implementation:

The Employee Retirement Services Division is responsible for transitioning active members to retirement and includes conducting individual retirement sessions, performing benefit calculations, determining eligibility, generating payments, and providing resource information and support service referrals. This service has no tax levy as the expenditures are funded with Employee Retirement System (ERS) revenue.

The Retirement service area will continue to streamline opportunities to improve operational effectiveness, and will continue to utilize the co-development concept aimed at reducing ongoing reprogramming and maintenance fees incurred using a hosted pension system. Due to revenue offsets in ERS, savings from this effort are realized in the annual ERS funding request.

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

### Strategic Program Area 4: Compensation and HRIS

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of Compensation Requests	N/A	N/A	TBD
Number of positions reviewed in Job Analysis project	531	3,635	TBD
Recommended compensation adjustments	74	231 YTD	TBD

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$377,931	\$390,768	\$468,159	\$656,950	\$188,791
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$377,931	\$390,768	\$468,159	\$656,950	\$188,791
FTE Positions	1	1	4	6	2

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area.			

#### Strategic Implementation:

This division is responsible for developing, managing, and administering competitive, equitable, and innovative compensation programs designed to attract, engage, and retain employees. This division also manages HR Systems and confidential employee data for Milwaukee County. This service is maintained with six positions. The increase over 2014 is due to the centralization of the HRIS data entry function in Human Resources which resulted in creation of two new positions, as approved by Board action in April 2014, to ensure improved data integrity and mitigate risk by securing confidential employee data. The Division continues to execute a County-wide evaluation of all jobs including, but not limited to titles, content, descriptions, market competitive pay, internal equity, and compliance.

The Department of Human Resources (HR) continues its work on the countywide Job Analysis and Evaluation Project and reporting its recommendations to the Committee on Finance, Personnel and Audit each month. In several instances, the County Board has voted to reject the position reclassification recommendations until the entire project has been completed and the total cost of the changes calculated. The 2015 Budget includes funding

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

within affected departments for all of the proposed reclassifications, including the position actions previously rejected by the County Board.

The position reclassifications recommended by HR that were rejected by the County Board shall remain rejected until the Board takes an affirmative action to approve the position actions.

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

### Strategic Program Area 5: Employment

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Job Requisitions	450	467	450
Applications Processed	45,136	47,000	45,000

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$722,126	\$664,762	\$748,027	\$1,111,534	\$363,507
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$722,126	\$664,762	\$748,027	\$1,111,534	\$363,507
FTE Positions	7	7	7	7	0

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Cycle Time	N/A	N/A	45 days

#### Strategic Implementation:

The Employment area develops, administers, and monitors employee selection processes for all positions in the Milwaukee County Classified Service, as well as many positions in the unclassified service. This effort includes recruitment, posting job vacancies, assessment of applicant qualifications, the development and administration of applicant examinations, and the certification of qualified candidates to department heads and appointing authorities.

The Employment Division continues to seek ways to provide high quality candidates for County departments in a competitive market. Recruiting systems will be upgraded for better applicant qualifying and better interaction with applicants and departments. Background checks of job finalists are centralized at a projected cost of \$21,500 to establish consistent practices and enhance quality control, as well as increase county-wide efficiency. Additionally, the contract for pre-employment physical assessments, vaccination management and drug testing transferred to the Employment Division from Risk Management at a budget amount of \$250,000. An RFP for these services was released in the 3<sup>rd</sup> quarter of 2014, for implementation January 1, 2015.



## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

### Strategic Program Area 6: Training, Development and Diversity

**Service Provision:** Administrative

**Strategic Outcome:** High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Training Sessions	213 (3 programs)	200 (11 programs)	220
Training Participants	2,993	1,600	2,500

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$0	\$0	\$266,778	\$351,605	\$84,827
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$266,778	\$351,605	\$84,827
FTE Positions	0	0	3	3	0

How Well We Do It: Performance Measures				
Performance Measure	2013 Budget	2013 Actual	2014 Budget	2015 Budget
Performance Measures have not yet been created for this program area				

#### Strategic Implementation:

Training and Development is committed to building a learning environment at Milwaukee County, for employees and leaders to develop their skills and abilities, paving the way for career growth and opportunity at Milwaukee County. Training and Development is responsible for designing, acquiring, and administering employee and management training and development programs, including broad training with applications to all County employees (such as Diversity, Workplace Harassment Awareness training, New Supervisor training, Customer Service training, Title VII, etc).

In 2015, training and development plans to further boost current efforts with the addition of a learning management system (LMS) to optimize our employee capabilities and talents by delivering highly targeted customized learning and development experiences. Training solutions within the system will actively address core competencies, performance gaps, and efficiency. The 2015 budget includes \$50,000 for development and implementation of the Leadership Excellence program to engage high-potential managers and build skill and administrative excellence through experiential learning. Through these efforts, training and development will build competence, build a more engaged workforce, and position Milwaukee County to be an employer of choice.

This area also leads Milwaukee County's diversity efforts, striving to honor inclusiveness, advocating for education, awareness, acceptance, and outreach in the workplace and community. The Milwaukee County Diversity Committee is composed of department teams representing the many functional areas throughout Milwaukee County. Currently, there are approximately forty-five individual members.

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

The Department of Human Resources shall complete a diversity analysis which will consist of data collection of employee and applicant demographics and a determination of whether the County underutilizes minorities and women in its workforce. If underutilization is found, the Department will develop a plan to address the underlying causes and contributing factors of the underutilization. The Department shall submit an informational report for review by the Committees on Transportation, Public Works, and Transit and Finance, Personnel, and Audit during the July 2015 committee cycle.

## HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140  
FUND: General - 0001

### Strategic Program Area 7: Employee Relations

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Item	2013 Actual	2014 Budget	2015 Budget
Number of grievances	37	45	45
Number of employment investigations	32	30	30

How We Do It: Program Budget Summary					
Category	2013 Budget	2013 Actual	2014 Budget	2015 Budget	2015/2014 Var
Expenditures	\$1,143,436	\$653,840	\$1,964,225	\$1,988,080	\$23,855
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,143,436	\$653,840	\$1,964,225	\$1,988,080	\$23,855
FTE Positions	5	5	21	19	-2

How Well We Do It: Performance Measures			
Performance Measure	2013 Actual	2014 Budget	2015 Budget
Respond to all employee issues within 24 hours	N/A	N/A	100%

#### Strategic Implementation:

The Employee Relations service area is committed to enhancing workplace relationships, improving the overall work environment, maintaining productive working relationships, mitigating employment-related risk for Milwaukee County, and ultimately helping business units achieve results. This is achieved by balancing the needs of employees with the responsibilities of management to effectively lead teams to successful outcomes. Key functions include conducting investigations, coaching managers on employee matters, providing tools and resources to employees and managers, consulting on employee and manager performance management, addressing workplace conflict or concerns, collaborating with Corporation Counsel on legal matters, and connecting employees and managers with a wide array of HR services. This area is also responsible for certain labor negotiations and EEO reporting.

To help offset increase in operating costs, two positions in employee relations are unfunded in 2015.